

**CITY COUNCIL WORK SESSION**  
**STRATEGIC GOALS PRIORITIZATION**

**MARCH 11, 2022**

The City Council of the City of McKinney, Texas met in work session in the McKinney City Hall Council Chambers, 222 N. Tennessee Street, McKinney, Texas on Friday, March 11, 2022, at 8:30 a.m.

Mayor George Fuller called the meeting to order at 8:30 a.m. upon determining a quorum of the Council was present, the quorum consisting of himself and the following Council Members: Mayor Pro Tem Rainey Rogers, and Council Members Geré Feltus, Rick Franklin, Charlie Philips, and Patrick Cloutier.

Council Member Justin Beller was absent.

Mayor Fuller called for Public Comments at which time there were no requests to address the City Council.

Mayor Fuller called for the Work Session item:

**22-0225**      Discuss Prioritization of the City Council Strategic Goals

The presentation for agenda item number 22-0225 is included with these minutes as *Appendix A – Strategic Goals Presentation*.

Council Member Charlie Philips left the meeting at 10:00 a.m., not returning.

Mayor Fuller called for the Council to meet in Executive Session, at 10:44 a.m., in accordance with the Texas Government Code:

A. Section 551.071(2) Consultations with Attorney on any Work Session, Special Session, or Regular Session agenda item requiring confidential attorney/client advice necessitated by the deliberation or discussion of said items (as needed)

- Texas Tax Code, Chapter 327

B. Section 551.071 (A) Pending or contemplated litigation

C. Section 551.072. Deliberations about Real Property

D. Section 551.074. Personnel Matters

E. Section 551.087. Deliberation Regarding Economic Development Matters

Mayor Fuller reconvened the public Work Session at 11:02 a.m. The Council took no action regarding the Executive Session agenda.

Council members present unanimously approved the motion Council Member Patrick Cloutier, seconded by Council Member Geré Feltus, to adjourn the Work Session at 11:02 a.m.

Video Recording of this meeting is available to the public through the City of McKinney meeting archives.

These minutes approved by the City Council on April 5, 2022.

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GEORGE C. FULLER  
Mayor of McKinney, Texas

ATTEST:

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EMPRESS DRANE  
McKinney City Secretary



## Agenda

1. Opening Comments – City Manager Paul Grimes
2. Catch Up From February 11<sup>th</sup> Retreat
3. Results of City Council Voting Re: Prioritization of Strategic Priorities by Goal Area & Discussion & Confirmation of Highest Priorities by Goal Area
4. Results of City Council Voting Re: Potential New Goal Area Language, Changes/Additions to Existing Strategic Priorities, and Possible New Objectives & Discussion & Confirmation of any Changes
5. Takeaways, Next Steps, & Closing Comments
6. Adjournment

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## Foundational Document

- Six Goal Areas
- 31 Strategic Priorities
- 191 Specific Objectives & Responsible Departments identified for each Strategic Priority

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## Peter Drucker - Management Challenges for the 21st Century



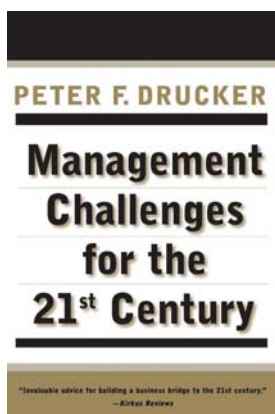
- “All living organisms must have a functioning system of elimination...or they will soon perish.”
- Most governing bodies continue to add new expectations, new priorities & initiatives, and new major projects without first evaluating what could be eliminated in order to free up organizational capacity to free up the required resources for these new priorities
- Accordingly, governing bodies should regularly and proactively evaluate what they will stop doing to free up the necessary resources to pursue future priorities and initiatives
- Peter Drucker refers to this proactive approach as “Organized Abandonment”

## Peter Drucker – “Organized Abandonment”

*“The first policy, and the foundation for all others is to abandon yesterday. The first need is to free resources from being committed to maintaining what no longer contributes to performance, and no longer produces results. **In fact, it is not possible to create tomorrow unless one first sloughs off yesterday.** To maintain yesterday is always extremely difficult and time consuming. To maintain yesterday always commits the institution’s scarcest and most valuable resources, and above all its ablest people, to non-results.”*

*“Yet, to do anything different, let alone to innovate, always runs into unexpected difficulties. It therefore always demands leadership by people of high and proven ability. And if these people are committed to maintaining yesterday, they are simply not available to create tomorrow. The first change policy, therefore, throughout the entire institution, has to be Organized Abandonment.”*

## Drucker - Abandonment called for in these 3 cases



1. Abandonment is the right action if a service, product, market, or process still has a few good years of life.
2. Abandonment is the right action if the only argument for keeping a service, product, market, or process is that it's already paid for.
3. Abandonment is the right action if the maintenance of the old and declining service, product, market, or process is causing a new and growing service, product, market, or process to be starved, stunted, or neglected.



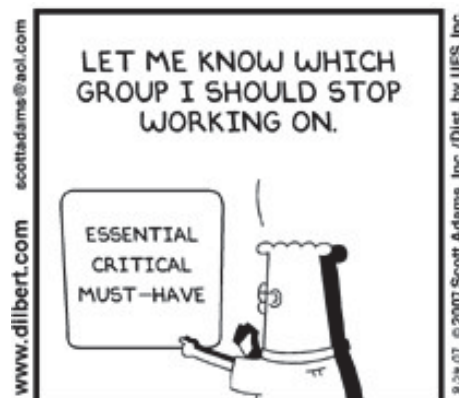
### Everything Can't Be Equal....

*"All animals are equal, but some animals are more equal than others."*

George Orwell – *Animal Farm*



Or Put  
Another  
Way.....



## Prioritization Process

- Following the February 11<sup>th</sup> Retreat, SGR & Staff prepared a Prioritization Survey for the Mayor & City Council to provide Staff with a better sense of the Governing Body's priorities.
- The Survey involved both the ranking of Current Strategic Priorities by Goal Area as well as the ranking of Potential New Goal Area Language, Changes/Additions to Existing Strategic Priorities, and Possible New Objectives to be further developed by Staff.
- We will review the ranking of Current Strategic Priorities first as there is a need to clarify the highest level of Strategic Priorities of the Mayor & Council in several Goal Areas.
- We will then review the Mayor & City Council's rankings of Potential New Goal Area Language, Changes/Additions to Existing Strategic Priorities, and Possible New Objectives to be further developed by Staff.



**CITY COUNCIL GOAL 1:**  
DIRECTION FOR STRATEGIC AND ECONOMIC GROWTH

## Strategic Priorities

- 1A:** Establish regional and infrastructure incentives to increase economic growth.
- 1B:** Continue to develop a retail development strategy for key areas of the community to further diversify revenue sources and expand entertainment, dining & shopping options, and tourism.
- 1C:** Provide a strong City economy by creating a Global Housing Strategy and facilitating a balance between industrial, commercial, residential, and open space.
- 1D:** Leverage the existing partnerships with McKinney Economic Development Corporation (MEDC) and McKinney Community Development Corporation (MCDC).
- 1E:** Increase community involvement and participation within local government/community.



**CITY COUNCIL GOAL 1:**  
DIRECTION FOR STRATEGIC AND ECONOMIC GROWTH

## Results of City Council Priority Voting

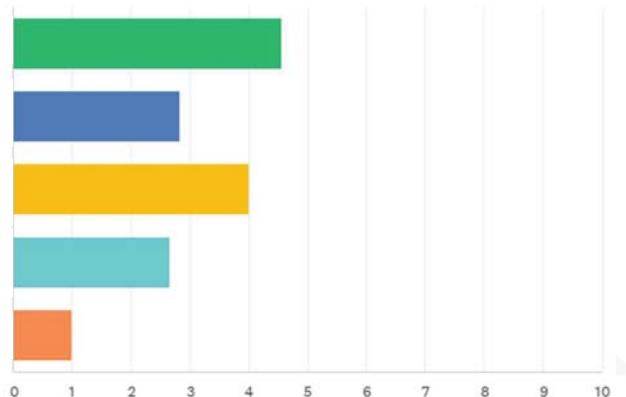
Establish regional and infrastructure incentives to increase economic growth.


Continue to develop a retail development strategy for key areas of the community to further diversify revenue sources and expand entertainment, dining & shopping options, and tourism.

Provide a strong City economy by creating a Global Housing Strategy and facilitating a balance between industrial, commercial, residential, and open space.

Leverage the existing partnerships with McKinney Economic Development Corporation (MEDC) and McKinney Community Development Corporation (MCDC).

Increase community involvement and participation within local government/community.



CITY COUNCIL GOAL 1: DIRECTION FOR STRATEGIC AND ECONOMIC GROWTH		1	2	3	4	5	TOTAL	SCORE
	Establish regional and infrastructure incentives to increase economic growth	57.14%	42.86%	0.00%	0.00%	0.00%	7	4.57
	Continue to develop a retail development strategy for key areas of the community to further diversify revenue sources and expand entertainment, dining and shopping options and tourism	0.00%	0.00%	83.33%	16.67%	0.00%	6	2.83
	Provide a strong city economy by implementing a Global Housing Strategy with a focus on affordable housing and facilitating a balance between industrial, commercial, residential and open space	28.57%	57.14%	0.00%	14.29%	0.00%	7	4.00
	Leverage the existing partnerships with McKinney Economic Development Corporation (MEDC) and McKinney Community Development Corporation (MCDC)	16.67%	0.00%	16.67%	66.67%	0.00%	6	2.67
	Increase community involvement and participation within local government/community	0.00%	0.00%	0.00%	0.00%	100.00%	6	1.00

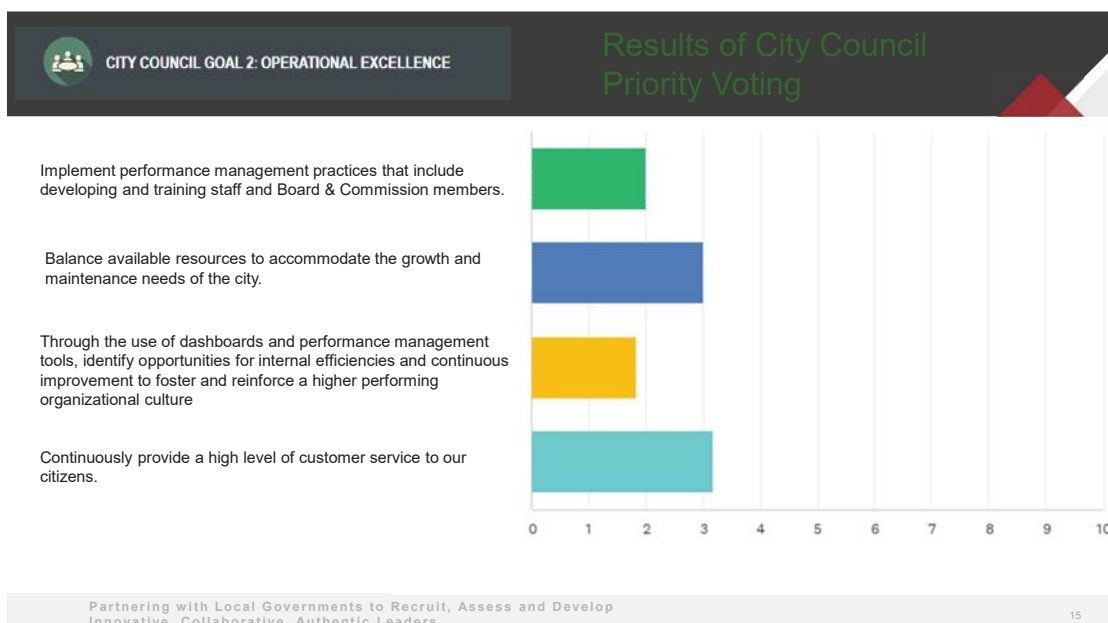
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Strategic Priorities

CITY COUNCIL GOAL 2: OPERATIONAL EXCELLENCE

- 2A:** Implement performance management practices that include developing and training staff and Board & Commission members.
- 2B:** Balance available resources to accommodate the growth and maintenance needs of the city.
- 2C:** Through the use of dashboards and performance management tools, identify opportunities for internal efficiencies and continuous improvement to foster and reinforce a higher performing organizational culture.
- 2D:** Continuously provide a high level of customer service to our citizens.


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CITY COUNCIL GOAL 2: OPERATIONAL EXCELLENCE

## Results of City Council Priority Voting

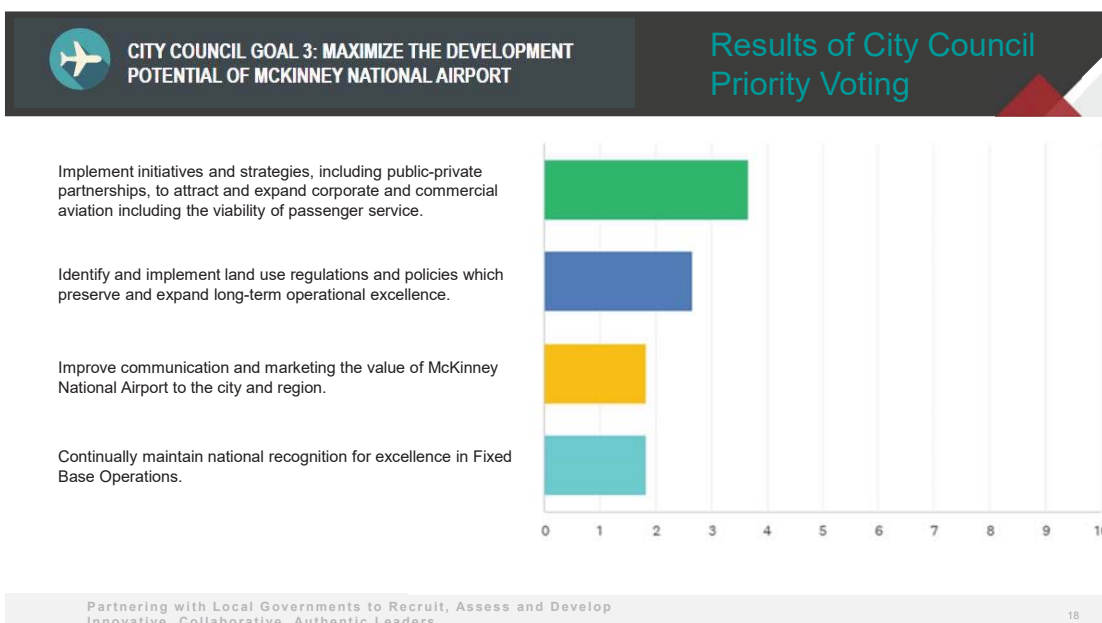


	1	2	3	4	TOTAL	SCORE
Implement performance management practices that include developing and training staff and Board & Commission members	16.67% 1	16.67% 1	16.67% 1	50.00% 3	6	2.00
Balance available resources to accommodate the growth and maintenance needs of the city	33.33% 2	33.33% 2	33.33% 2	0.00% 0	6	3.00
Through the use of dashboards and performance management tools, identify opportunities for internal efficiencies and continuous improvement to foster and reinforce a higher performing organizational culture	0.00% 0	16.67% 1	50.00% 3	33.33% 2	6	1.83
Continuously provide a high level of customer service to our citizens	50.00% 3	33.33% 2	0.00% 0	16.67% 1	6	3.17

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CITY COUNCIL GOAL 3: MAXIMIZE THE DEVELOPMENT POTENTIAL OF MCKINNEY NATIONAL AIRPORT

## Strategic Priorities
- 
- 3A:** Implement initiatives and strategies, including public-private partnerships, to attract and expand corporate and commercial aviation including the viability of passenger service.
  - 3B:** Identify and implement land use regulations and policies which preserve and expand long-term operational excellence.
  - 3C:** Improve communication and marketing the value of McKinney National Airport to the city and region.
  - 3D:** Continually maintain national recognition for excellence in Fixed Base Operations.
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**CITY COUNCIL GOAL 3: MAXIMIZE THE DEVELOPMENT POTENTIAL OF MCKINNEY NATIONAL AIRPORT**

## Results of City Council Voting

	1	2	3	4	TOTAL	SCORE
Implement initiatives and strategies, including public-private partnerships, to attract and expand corporate and commercial aviation including the viability of passenger service	83.33% 5	0.00% 0	16.67% 1	0.00% 0	6	3.67
Identify and implement land use regulations and policies which preserve and expand long-term operational excellence	0.00% 0	83.33% 5	0.00% 0	16.67% 1	6	2.67
Improve communication and marketing the value of McKinney National Airport to the city and region	0.00% 0	0.00% 0	83.33% 5	16.67% 1	6	1.83
Continually maintain national recognition for excellence in Fixed Base Operations	16.67% 1	16.67% 1	0.00% 0	66.67% 4	6	1.83

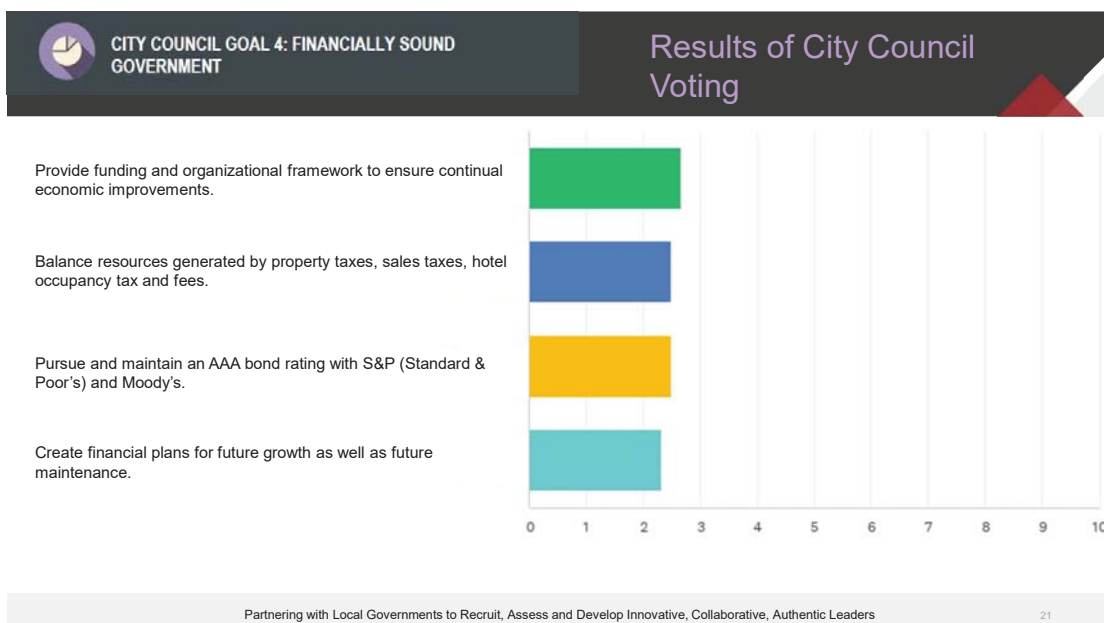
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- CITY COUNCIL GOAL 4: FINANCIALLY SOUND GOVERNMENT**

## Strategic Priorities
- 
- 4A: Provide funding and organizational framework to ensure continual economic improvements.
  - 4B: Balance resources generated by property taxes, sales taxes, hotel occupancy tax and fees.
  - 4C: Pursue and maintain an AAA bond rating with S&P (Standard & Poor's) and Moody's.
  - 4D: Create financial plans for future growth as well as future maintenance.
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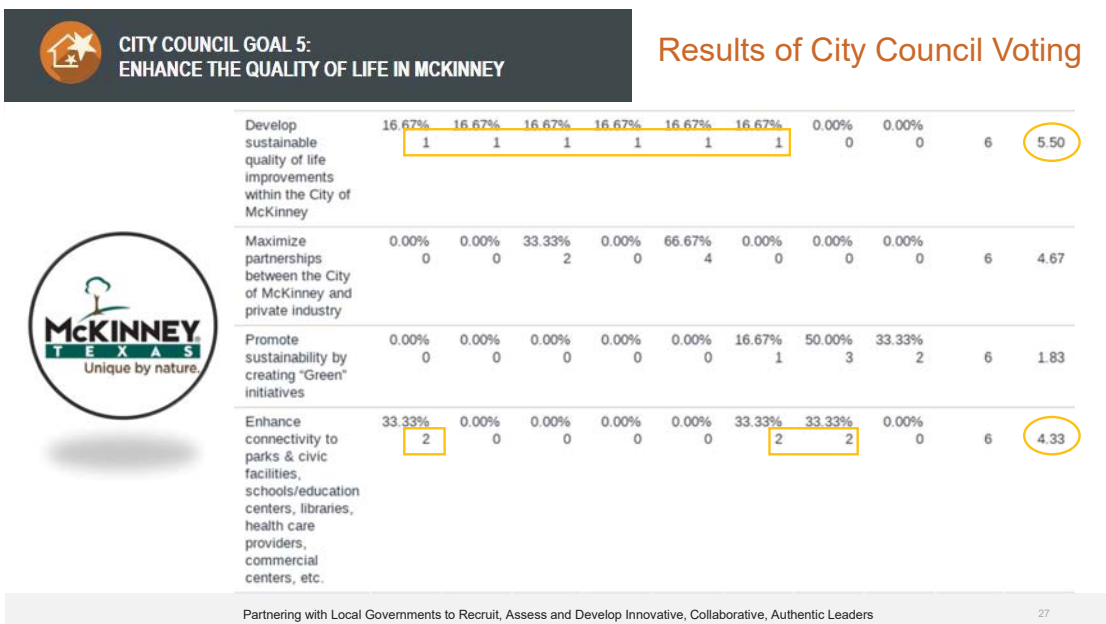
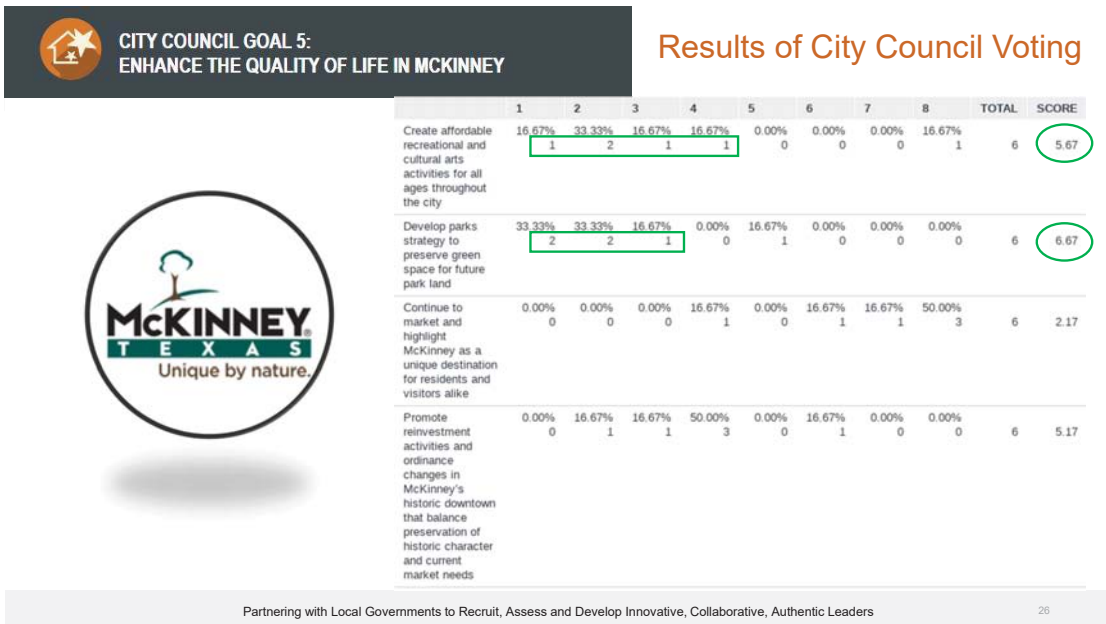
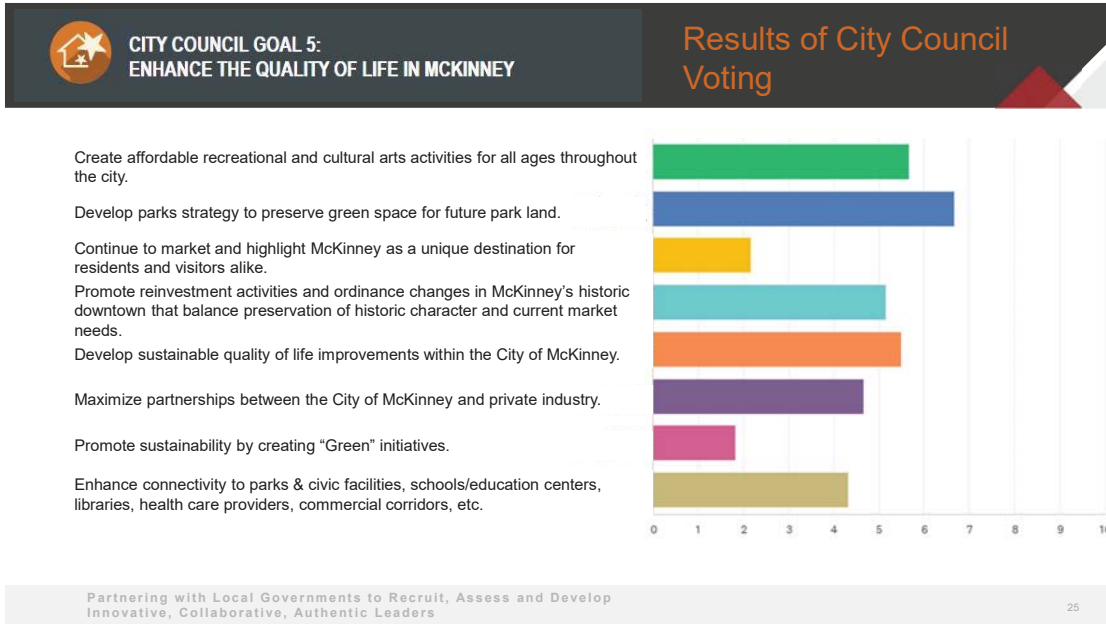



CITY COUNCIL GOAL 4: FINANCIALLY SOUND GOVERNMENT		Results of City Council Voting					
	1	2	3	4	TOTAL	SCORE	
Provide funding and organizational framework to ensure continual economic improvements	50.00%	0.00%	16.67%	33.33%	6	2.67	
Balance resources generated by property taxes, sales taxes, hotel occupancy tax and fees	16.67%	33.33%	33.33%	16.67%	6	2.50	
Pursue and maintain an AAA bond rating with S&P (Standard & Poor's) and Moody's	0.00%	66.67%	16.67%	16.67%	6	2.50	
Create financial plans for future growth as well as future maintenance	33.33%	0.00%	33.33%	33.33%	6	2.33	

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- | CITY COUNCIL GOAL 5: ENHANCE THE QUALITY OF LIFE IN MCKINNEY |   | Strategic Priorities |  |
|--|---|----------------------|--|
| 5A:  | Create affordable recreational and cultural arts activities for all ages throughout the city.   |                      |  |
| 5B:  | Develop parks strategy to preserve green space for future park land.  |                      |  |
| 5C:  | Continue to market and highlight McKinney as a unique destination for residents and visitors alike.   |                      |  |
| 5D:  | Promote reinvestment activities and ordinance changes in McKinney's historic downtown that balance preservation of historic character and current market needs. |                      |  |
| 5E:  | Develop sustainable quality of life improvements within the City of McKinney.   |                      |  |
| 5F:  | Maximize partnerships between the City of McKinney and private industry.  |                      |  |
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- | CITY COUNCIL GOAL 5: ENHANCE THE QUALITY OF LIFE IN MCKINNEY |   | Strategic Priorities |  |
|--|---|----------------------|--|
| 5G:  | Promote sustainability by creating "Green" initiatives.   |                      |  |
| 5H:  | Enhance connectivity to parks & civic facilities, schools/education centers, libraries, health care providers, commercial corridors, etc. |                      |  |
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 CITY COUNCIL GOAL 6: SAFE & SECURE COMMUNITY
Strategic Priorities

- 6A: Maintain meaningful public safety performance measures.
- 6B: Pursue and maintain the highest Insurance Services Office (ISO) fire and building protection classification.
- 6C: Pursue and maintain low crime rates in comparison to other communities.
- 6D: Continually increase operational efficiency in public safety departments.
- 6E: Engage in proactive and formal community diversity outreach programs and open dialogue with the citizens of McKinney.
- 6F: Engage in strategic diversity outreach to attract and retain public safety personnel.


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 CITY COUNCIL GOAL 6: SAFE & SECURE COMMUNITY
Results of City Council Voting



Priority	1	2	3	4	5	6	7	8	9	10
Maintain meaningful public safety performance measures.	0	0	0	4	0	0	0	0	0	0
Pursue and maintain the highest Insurance Services Office (ISO) fire and building protection classification.	0	0	0	3	0	0	0	0	0	0
Pursue and maintain low crime rates in comparison to other communities.	0	0	0	0	5	0	0	0	0	0
Continually increase operational efficiency in public safety departments.	0	0	0	4	0	0	0	0	0	0
Engage in proactive and formal community diversity outreach programs and open dialogue with the citizens of McKinney.	0	2	0	0	0	0	0	0	0	0
Engage in strategic diversity outreach to attract and retain public safety personnel.	0	0	2	0	0	0	0	0	0	0

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 CITY COUNCIL GOAL 6: SAFE & SECURE COMMUNITY
Results of City Council Voting



	1	2	3	4	5	6	TOTAL	SCORE
Maintain meaningful public safety performance measures	33.33%	16.67%	0.00%	33.33%	0.00%	16.67%	6	4.00
Pursue and maintain the highest Insurance Services Office (ISO) fire and building protection classification	0.00%	16.67%	50.00%	0.00%	33.33%	0.00%	6	3.50
Pursue and maintain low crime rates in comparison to other communities	50.00%	33.33%	16.67%	0.00%	0.00%	0.00%	6	5.33

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**CITY COUNCIL GOAL 6: SAFE & SECURE COMMUNITY**

## Results of City Council Voting

Continually increase operational efficiency in public safety departments	16.67%	33.33%	16.67%	16.67%	0.00%	16.67%	6	4.00
Engage in proactive and formal community diversity outreach programs and open dialogue with the citizens of McKinney	0.00%	0.00%	0.00%	33.33%	16.67%	50.00%	6	1.83
Engage in strategic diversity outreach to attract and retain greater diversity of public safety personnel	0.00%	0.00%	16.67%	16.67%	50.00%	16.67%	6	2.33

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**Potential New Goal Area Language, Changes/Additions to Existing Strategic Priorities, and Possible New Objectives**

Possible Changes to Existing Pillars, Priorities, & Objectives



	1 LOWER PRIORITY	2	3	4	5 HIGHER PRIORITY	TOTAL	WEIGHTED AVERAGE
Pursuit of Federal Infrastructure Bill funding	0.00% 0	0.00% 0	0.00% 0	0.00% 0	100.00% 6	6	5.00
Address aging infrastructure financing needs	0.00% 0	0.00% 0	16.67% 1	33.33% 2	50.00% 3	6	4.33
Invite Volunteer McKinney to speak to our Boards & Commissions interviews to highlight additional opportunities to give back to the community	0.00% 0	0.00% 0	16.67% 1	33.33% 2	50.00% 3	6	4.33
Further expand Laud Howell Parkway	0.00% 0	0.00% 0	0.00% 0	83.33% 5	16.67% 1	6	4.17

Possible Changes to Existing Pillars, Priorities, & Objectives



	1 LOWER PRIORITY	2	3	4	5 HIGHER PRIORITY	TOTAL	WEIGHTED AVERAGE
Establish formal set asides in future multifamily housing developments dedicated to workforce housing units	0.00% 0	0.00% 0	16.67% 1	50.00% 3	33.33% 2	6	4.17
Focus on East-West Connectors (e.g., Wilmeth & Bloomdale)	0.00% 0	0.00% 0	33.33% 2	33.33% 2	33.33% 2	6	4.00
Evaluate recruitment and compensation for City Staff	0.00% 0	0.00% 0	33.33% 2	33.33% 2	33.33% 2	6	4.00
Determine if the City should be involved in educating the public regarding the new DART (on-demand) services, especially with respect to accessibility	0.00% 0	0.00% 0	33.33% 2	50.00% 3	16.67% 1	6	3.83

Possible Changes to Existing Pillars, Priorities, & Objectives



	1 LOWER PRIORITY	2	3	4	5 HIGHER PRIORITY	TOTAL	WEIGHTED AVERAGE
Evaluate Federal programs that might assist first-time homeowners in certain economically challenged zip codes in McKinney	0.00% 0	16.67% 1	16.67% 1	33.33% 2	33.33% 2	6	3.83
Evaluate/Fund On-Call Contractual Grant Expert and/or firm	0.00% 0	0.00% 0	33.33% 2	50.00% 3	16.67% 1	6	3.83
Focus on additional Corporate Campus in Northwest Sector	0.00% 0	0.00% 0	33.33% 2	50.00% 3	16.67% 1	6	3.83
Pursue proactive purchase of land by EDC & CDC for future growth and development	0.00% 0	16.67% 1	16.67% 1	33.33% 2	33.33% 2	6	3.83

Possible Changes to Existing Pillars, Priorities, & Objectives



	1 LOWER PRIORITY	2	3	4	5 HIGHER PRIORITY	TOTAL	WEIGHTED AVERAGE
Establish a target number of units under our Global Housing strategy	0.00% 0	33.33% 2	0.00% 0	33.33% 2	33.33% 2	6	3.67
Pursuit of Deck Park Project	0.00% 0	33.33% 2	0.00% 0	33.33% 2	33.33% 2	6	3.67
Adjust management/approach to ETJ concerns	0.00% 0	16.67% 1	16.67% 1	50.00% 3	16.67% 1	6	3.67
Focus on recycling program in conjunction with upcoming new City's Solid Waste/Recycling contract	0.00% 0	16.67% 1	16.67% 1	66.67% 4	0.00% 0	6	3.50
Evaluate "Smart City" technologies that we could also incorporate into the City's Solid Waste/Recycling services	0.00% 0	16.67% 1	16.67% 1	66.67% 4	0.00% 0	6	3.50

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Possible Changes to Existing Pillars, Priorities, & Objectives



	1 LOWER PRIORITY	2	3	4	5 HIGHER PRIORITY	TOTAL	WEIGHTED AVERAGE
Evaluate cardboard recycling drop off location somewhere in west McKinney	0.00% 0	33.33% 2	16.67% 1	16.67% 1	33.33% 2	6	3.50
Address US380 traffic and bypass completion	16.67% 1	0.00% 0	16.67% 1	66.67% 4	0.00% 0	6	3.33
Explore technologies that could help advance the City's operations	0.00% 0	16.67% 1	33.33% 2	50.00% 3	0.00% 0	6	3.33
Showcasing our community and development potential in a different way (like what Allen does at their ED Banquet)	16.67% 1	0.00% 0	50.00% 3	16.67% 1	16.67% 1	6	3.17
Emphasize job training and workforce development as part of McKinney's sustainable approach to economic development	0.00% 0	33.33% 2	16.67% 1	50.00% 3	0.00% 0	6	3.17

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Possible Changes to Existing Pillars, Priorities, & Objectives



	1 LOWER PRIORITY	2	3	4	5 HIGHER PRIORITY	TOTAL	WEIGHTED AVERAGE
Eliminate some of the strategies to focus on the highest priorities	0.00% 0	16.67% 1	50.00% 3	33.33% 2	0.00% 0	6	3.17
Add "Sustainability" language to Goal Area #2 - Operational Excellence	0.00% 0	33.33% 2	16.67% 1	50.00% 3	0.00% 0	6	3.17
Change the City's current logo and/or tagline "Unique by Nature"	0.00% 0	33.33% 2	33.33% 2	16.67% 1	16.67% 1	6	3.17
Explore an inflation factor regarding City Council Compensation	0.00% 0	33.33% 2	33.33% 2	33.33% 2	0.00% 0	6	3.00
East Side Grocery Evaluation/Study	0.00% 0	66.67% 4	0.00% 0	0.00% 0	33.33% 2	6	3.00
Plan for next corporate hangars versus T-Hangars	0.00% 0	16.67% 1	66.67% 4	16.67% 1	0.00% 0	6	3.00

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McKINNEY FIRST FY 2020 CITY COUNCIL GOALS & STRATEGIES		Possible Changes to Existing Pillars, Priorities, & Objectives						
		1 LOWER PRIORITY	2	3	4	5 HIGHER PRIORITY	TOTAL	WEIGHTED AVERAGE
	Add a preamble to the Strategic Goals regarding neighborliness	16.67% 1	33.33% 2	16.67% 1	16.67% 1	16.67% 1	6	2.83
	Undertake a formal prioritization process of Goals & Priorities annually	0.00% 0	33.33% 2	50.00% 3	16.67% 1	0.00% 0	6	2.83
	Focus on Collin County Outer Loop	16.67% 1	16.67% 1	33.33% 2	33.33% 2	0.00% 0	6	2.83
	Publish regular updates regarding the capital projects underway at the Airport	16.67% 1	0.00% 0	83.33% 5	0.00% 0	0.00% 0	6	2.67
	Determine the importance on MPO priorities and Transportation Work Plan	33.33% 2	16.67% 1	33.33% 2	16.67% 1	0.00% 0	6	2.33
	Highlight success stories arising from our Internal Innovations Academy	33.33% 2	16.67% 1	33.33% 2	16.67% 1	0.00% 0	6	2.33
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## What do you want this Council to be known for?

- *Deck/Cloud Park over Highway 5.*
- *Passenger service at McKinney Airport.*
- *Connecting our parks and activity centers through multi-modal pathways.*
- *Maintaining open space and expanded recreational opportunities in McKinney.*
- *\$100 million City Hall Complex.*
- *That we focused on building a balanced & sustained community vs. the here & now. Feel like we respond to market drivers vs. setting the tone of what we want to see develop in McKinney.*

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## What do you want this Council to be known for?

- *Continuing to build commercial tax base – we have doubled it over the last 7 years and reduced the tax burden on our residents through tax rate reductions in 5 out of the last 7 years (No need to continue as we need resources for infrastructure in the future.)*
- *AAA Bond rating.*
- *We addressed the historic poverty on the east side of McKinney. We are poised to have significant development but need to be remain focused on gentrification concerns. The pursuit of programs that assist individuals and/or investors that are just getting started – workforce housing and smart growth should be our focus.*

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## What do you want this Council to be known for?

- *That we were good stewards as changes and development occurred in the east side and that we headed off gentrification concerns. (X2)*
- *Smooth strategies and processes in the recruitment of businesses to McKinney. Believe that we have made progress on that front, but we still could be more efficient.*
- *That McKinney is known as more attractive for investment than our surrounding communities – especially in the NW sector*
- *McKinney is at a very great place and time right now with very few negative issues – How do we keep it that way?*

Partnering with Local Governments to Recruit, Assess and Develop  
Innovative, Collaborative, Authentic Leaders

## What do you want this Council to be known for?

- *That we focused on bigger picture items and help address the challenges of my District (40% owner occupied vs. 60% owner occupied City-wide). Better outcomes/achievements & lots of needs, including roads, infrastructure, health, and housing.*

Partnering with Local Governments to Recruit, Assess and Develop  
Innovative, Collaborative, Authentic Leaders

## Do We Have Consensus on McKinney's Future Direction & Priorities?



*"Well, that makes it four 'aye's, two 'nay's, and one 'hey, no problem.'"*



(End of Presentation)